Concerns about CIM
Cited in Senator Glenn's Letter to Secretary Aspin
August 9, 1993

1.   "Top Management support for CIM within the Office of the
Secretary of Defense (OSD) and the military components appears
to be uncertain."

    DoD Response: Deputy Secretary of Defense Perry memorandum,
    May 7, 1993, states that "We are fully committed to the
    improvements, efficiencies and productivity that are the
    essence of CIM."

2.   "The current focus of CIM seems to be directed at systems
improvement, often with little or no Department-wide
consultation or coordination, let along any significant
attention to re-engineering the business processes the systems
are supposed to support.

    DoD Response: Over 100 process re-engineering projects are
    underway. DoD is also reducing the number of duplicative,
    redundant, and Service-unique systems in operation, since
    each systems incurs substantial maintenance and support
    costs. DoD can achieve near-term savings in reducing legacy
    systems while preparing for long-term functional cost
    reductions through process re-engineering.

3.   "The Department does not appear to be properly organized to
implement CIM. Roles and responsibilities within OSD and
between OSD and the military components are unclear."

    DoD Response: DoD Directive 8000.1, "Defense Information
    Management Program," October 27, 1992 spells out roles and
    responsibilities for OSD and Defense Components. Each OSD
    Principal Staff Assistant is responsible for implementation
    of CIM within their functional area. This includes
    organizational structures, functional economic analyses, and
    implementation of functional process improvements.

4.   "Funding controls and oversight mechanisms are not in place
to ensure that the right projects receive money. As a result,
the military services and Defense agencies have been able to
continue to spend money on projects that support unique rather
than Department-wide goals, even while claiming to be operating
under the auspices of CIM."

    DoD Response: While DoD is reducing it number of
    duplicative and redundant legacy systems, current operations
    must continue until operations can be moved to standard
    "migration" systems. DoD has oversight mechanisms in place
    to phase out legacy systems. *management*

Congressional and GAO Interest in Migration Systems

1994 Report Language

Senate Appropriations Committee

"In order to demonstrate its resolve on this issue [CIM], the Committee directs the Department of Defense to identify a single military pay system as its objective system prior to the submission of the fiscal year budget request."

House Appropriations Committee

"DoD must move carefully in eliminating information systems and associated development, operations, maintenance and procurements."

1993 Report Language

Senate Appropriations Committee

"The Committee is still concerned about the potential duplication of information systems."

House Appropriations Committee

"The Committee believes that [FY 1993 operations and maintenance] savings can be achieved by canceling more Service redundant systems."

1991 Report Language

Appropriations Conference

"The conferees strongly urge the DoD senior information resources management official to expeditiously choose interim standard systems."

GAO Report on CIM, April 1991:

"Identifying and cataloging existing information systems has been difficult. . .because of the large number of systems and the overlap of these systems among various functions.

"To provide short-term benefits, Defense must evaluate its installed base of existing systems so it can make informed decisions about which systems to eliminate and which to adopt as interim systems. Defense will need to establish evaluation criteria to ensure that there is a sound basis for the systems selected."

FY 1994
Congressional Concerns

Senate Appropriations Committee

"With the change in administration, the Committee hopes to see the strong leadership that will be necessary to make the difficult decisions that have thus far prevented the Department from making any significant progress in these areas":

- "to create standards,

- [to] integrate systems,

- to adopt a fee-for-service policy and customer/supplier relationship, and

- to have a single organization responsible for technical improvements in information management."

House Appropriations Committee

"DoD must move carefully in eliminating information systems and associated development, operations, maintenance and procurements, to make sure that the remaining systems can carry the full workload and satisfy the needs of all components of the DoD. While the Committee continues to support the CIM initiative, it believes that tighter controls need to be implemented to achieve projected savings. . .The Committee would like to give the new Administration time in establishing its automation policies."

House Armed Services Committee

The Committee observes "uncertainty and ambivalence over the move toward centralization versus the need to retain functions with the armed services."

"The department's effort should be more closely aligned with the national information technology initiative."